



# **Departmental Business Plan and Outlook**

**Office of Fair Employment Practices**

**Fiscal Years:**

**2003-2004**

**&**

**2004-2005**

Plan Date: December 15, 2003

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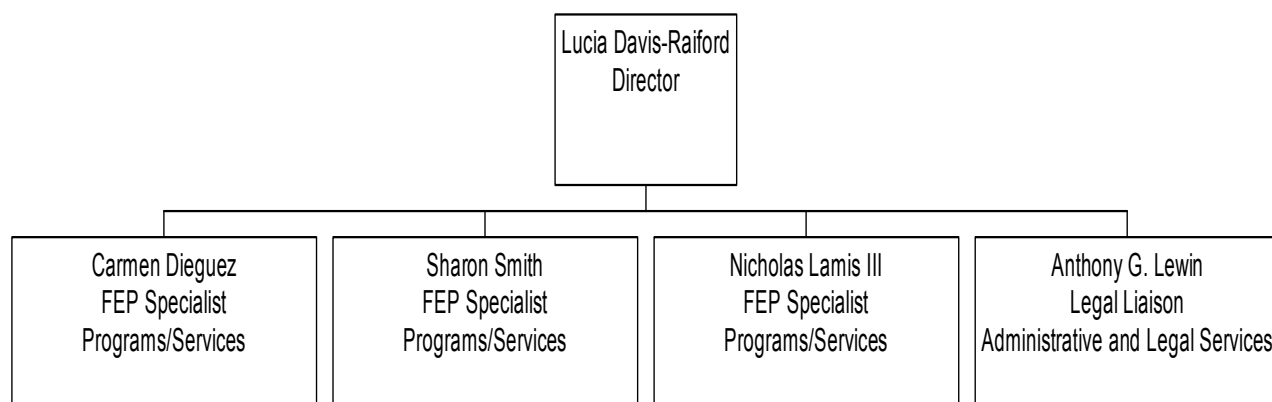
## **APPENDIX**

## EXECUTIVE SUMMARY

*Insert brief description of department here*

**The County Manager's Office of Fair Employment Practices has the overall responsibility for the development, implementation, and monitoring of the County's Affirmative Action Program and fair employment guidelines.**

*Insert high level table of organization here with titles and relationships of major responsibility areas.*



*Major accomplishments or milestones anticipated for the fiscal year*

- **OFEP will revamp the County's anti-discrimination training programs. The Department will offer specifically tailored training for all classification levels**
- **OFEP will implement a new computerized tracking system that will allow the Department to accurately follow the progress of all complaints, including those filed within each department.**

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Signature  
Department Director

## **INTRODUCTION**

### **Department Purpose/Mission Statement**

Promotes equal employment policies and practices, investigates complaints of discrimination, and facilitates related conflict mediation.

### **Department Description**

#### **Major Services and Programs**

Promote equal employment opportunity and report utilization ratios of all race/ethnic/gender groups among Miami-Dade County employees; provide grievances processes for alternative conflict resolution; and provide comprehensive redress, proactive and remedial training to address fair employment issues.

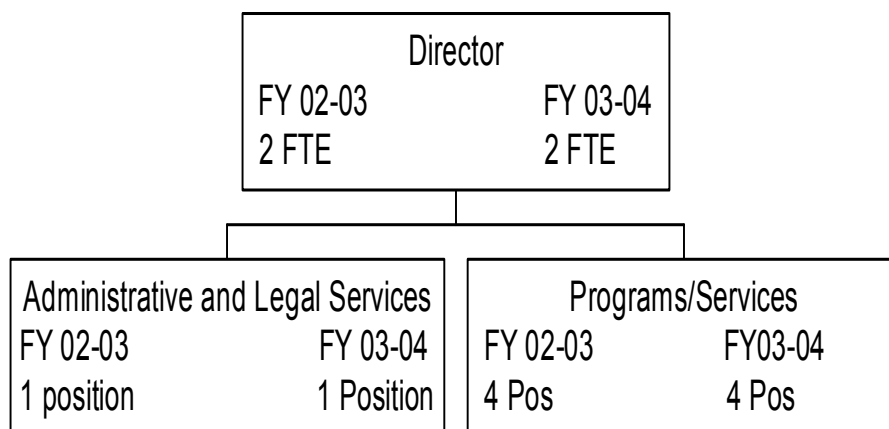
#### **Significant Events**

In August 2003, the County welcomed Lucia Davis-Raiford as the new Director of OFEP.

### **New Services**

- OFEP will be revamping and modernizing the County's anti-discrimination training. All employees with supervisory duties will be required to attend the new program and be certified by OFEP.
- Training will be tailored to functional job responsibilities and will be designed and coordinated with the M-DC Career Development Division.

## Organization and Staffing Levels



### PROGRAMS/SERVICES

Conducts administrative and field investigations of complaints of discrimination. Conducts fact-finding conferences and provides mediation to resolve workplace conflicts. Conducts and develops training programs with an eye toward creating a discrimination-free environment. Provides liaison services to other County departments.

### ADMINISTRATIVE/LEGAL SERVICES

Ensures staff awareness of current case and statutory laws governing equal employment opportunity and fair employment practices. Supports administrative functions including correspondence, research and special case handling, as directed.

*Major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes*

**As of August 2003, OFEP experienced a change in Department Directors. Also, there is one less employee in the staffing level as compared to last fiscal year. The staff person, who was on active military duty, resigned from County service creating a vacancy. This vacant position is being processed for advertisement. As this position is critical to the unit's workforce utilization analysis function, the vacancy has diminished the unit's capacity to produce accurate and timely data relevant to the assessment of County employment levels. This is an essential function of the Department.**

## Staffing Levels

Functional Unit	FY 03 Budget (Prior Year)	FY 04 Budget (Current Year)
OFEP	530,000	542,000
Supplemental	61,000	
Total	591,000	542,000

## Fiscal Environment

### Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 03 Actual	Current Fiscal Year 04 Budget	Projection as of
<b>Revenues</b>			
General Fund	530,000	542,000	
Supplemental	61,000		
..			
..			
<b>Total</b>	591,000	542,000	
<b>Expense</b>			
Personnel	583,000	523,879	
Operating	8,000	13,465	
Capital	0		
<b>Total</b>	591,000	537,344	

**Equity in pooled cash (for proprietary funds only)**

<b>Fund/ Subfund</b>	<b>Prior FY 03 Beginning Year Actual</b>	<b>Prior FY 04 Year- end Actual (Est.)</b>	<b>Current FY 05 Year-end Budget</b>
<b>Total</b>	0	0	0

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*Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts*

**OFEP's only current source of revenue is the General Fund. However, OFEP plans to develop a funding stream through budget charge-backs for training and civil rights investigations.**

**Business Environment**

*Insert summary of department business environment here, including competition analysis if applicable*

**N/A**

## **Critical Success Factors**

*Insert discussion of critical success factors here*

**There are several factors critical to this Department's ability to carry out its mandated mission.**

**In order to successfully perform tasks necessary to meet performance objectives, such as the creation and management of a case tracking system, and updated, county-wide anti-discrimination training, more staff and budget support is required. It is requested that OFEP staff be increased by two, creating an office of seven persons. In addition:**

### **INCREASED BUDGET:**

**OFEP has a critical need for increased budget support for its basic operational tasks. Currently only staff salaries are included in this Department's budget. There are no funds to support on-going programs or necessary initiatives. For example:**

### **Training:**

- **Internal- Continuing education is a key component to OFEP's effectiveness in handling its daily tasks. The staff has to be able to understand and analyze the relevance and subtle nuances in each complaint of discrimination. Regular internal training is essential in order that staff can provide a uniform and appropriate approach to case analysis. At the present time OFEP does not have the necessary financial foundation to support any minimum amount of training required.**
- **External- County-wide training should be proactive and preventive. It should reduce the financial cost of settlements, judgments and the human cost suffered in these cases. Training as a preventive measure is essential to our primary goal of reducing the number of complaints of unequal treatment.**

### **Equipment:**

- **Tape Recorders-** for fact finding interviews and investigations.
- **Laptop Computer-** for presentations and trainings.
- **Computer Software and Hardware-** will allow OFEP to have a faster turn around time for reports, presentations, and analyses requested by the Manager and the Board of County Commissioners.
- **Annual Report-** OFEP is required to produce an Annual Affirmative Action Report for the Board of County Commissioners. Presently OFEP has to absorb this cost at the expense of other operational needs.
- **Fax Machine-** OFEP does not have a fully functional fax machine.

#### **ESTABLISHMENT OF CASE/INVESTIGATION TRACKING AND MONITORING SYSTEM:**

As internal coordination is a key component to an effective anti-discrimination and Affirmative Action program, and as OFEP has the sole statutory jurisdiction over the investigation of complaints, a standardized approach adopted by key County Departments is necessary. Fundamental to a comprehensive, coordinated system is the training upon which it is based. A consistent standard must be established, and a County-wide system of accountability must be effected to avoid wide variances in outcomes. As the Department with sole jurisdiction over the investigation of complaints, OFEP will develop a process for reporting, tracking and monitoring the current decentralized case investigation system. Focused, pro-active training and corrective programs can then be implemented.

## Future Outlook

*Insert brief discussion here of future year tasks/activities/programs required to achieve Strategic Plan objectives*

### 1. Countywide Equal Opportunity/Fair Employment Training:

- a) Assess levels of proficiency and training in EEO case investigation and analysis through Affirmative Action Officers and units. Design survey instrument, establish focus group model; evaluate results.
- b) Coordinate with and design training and delivery system in conjunction with Career Development Division, including train-the-trainer sessions to ensure broad program outreach. Delivery may also include use of consultants known to Miami-Dade County.
- c) Develop funding plan to support training costs.

### 2. Establish Case Tracking system:

**Purpose:** To insure appropriate implementation of Chapter 11A of the Miami-Dade County Code; to monitor and assess numbers and levels of Department EEO complaints; to ensure targeted and focused remedial measures, where required.

- a. Develop internal OFEP model;
- b. Assess Departments' internal case monitoring systems;
- c. Establish "best practices" model for implementation;
- d. Develop coordination and approvals required for implementation.

## THE PLAN

### Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- **Ensure Miami-Dade County operates in a fiscally responsible and stable manner.**
- **Promote cooperation and coordination among all government services.**

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- **Attract, develop and retain an effective, diverse and dedicated team of employees**

Department-related Strategic Plan Priority Outcomes:

- **A workforce that reflects the diversity of Miami-Dade County**

# Departmental Business Plan and Outlook

Department Name: OFEP

Fiscal Years: 2003-2004

**Goal:** *Attract, develop and retain an effective, diverse and dedicated team of employees*

**Outcome1-1:** *Expediently provide Departments with qualified personnel*

**Strategies:**

*Develop and refine efficient standardized recruitment process*

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- % of hires that conform with Miami-Dade County Affirmative Action standards/plans
- # of working days for end to end recruitment
- % of applicants satisfied with recruitment process

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS (NEW INITIATIVE)	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Develop tracking system for compliance with MDC Affirmative Action plan	-	35%	50%	<ul style="list-style-type: none"><li>• ASSESS CURRENT RECRUITMENT PROCESS</li><li>• DEVELOP PROACTIVE SYSTEM TO ENSURE COMPLIANCE WITH VOLUNTARY AA GOALS AND POLICIES.</li><li>• DEVELOP PROCESS FOR OFEP RECRUITMENT REVIEW PRIOR TO HIRE DECISIONS</li><li>• DEVELOP OFEP TRACKING SYSTEM FOR RECRUITMENT PACKAGES '04</li><li>• IMPLEMENT TRACKING SYSTEM '05</li></ul>	DIRECTOR, OFEP

# Departmental Business Plan and Outlook

Department Name: OFEP

Fiscal Years: 2003-2004

## Outcome1-2: *Motivated, dedicated workforce team aligned with organizational priorities*

### Strategies:

*Develop a systematic approach to improving employee satisfaction including, monitoring across diverse groups and classifications, and developing corrective action plans for improving the work environment and employee support climate*

### Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Lower staff turnover:
- % of employees rating Miami-Dade County as a good place to work
- % employee satisfaction (management versus non-management)
- % of employees who leave the County within first 5 years

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS (NEW INITIATIVE)	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of phases completed to implement system for County-wide tracking of civil rights complaints	-	40%	100%	DEVELOP TRACKING SYSTEM TO MONITOR COMPLAINTS TO ENSURE CONSISTENT, FAIR APPLICATION OF EEO LAWS IN REVIEW AND RESOLUTION OF CIVIL RIGHTS COMPLAINTS. <ul style="list-style-type: none"><li>REVIEW DEPARTMENTAL CASE INTAKE PROCEDURES;</li><li>DEVELOP STANDARD PROCESS FOR CASE INTAKE, ASSESSMENT AND RESOLUTION;</li><li>CREATE SYSTEM TO LINK COMPLAINT ACTIVITY TO TRAINING NEEDS.</li></ul>	DIRECTOR, OFEP
% of classifications surveyed	-	50%	75%		

# Departmental Business Plan and Outlook

Department Name: OFEP

Fiscal Years: 2003-2004

## **Outcome1-3: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)**

### **Strategies:**

Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a Countywide training approach that includes:

### **Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- % of employees who believe that training received in the last 4 months will help improve job performance
- # of inter-agency collaborative initiatives to enhance workforce learning opportunities

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of MDC staff training: Department Directors, Assistant Directors, mid-level managers, and Affirmative Action Officers in civil rights laws, strategies, and appropriate implementation	-	15%	35%	<ul style="list-style-type: none"><li>ASSESS CURRENT KNOWLEDGE AND TRAINING LEVELS THROUGH SURVEYS AND FOCUS GROUPS OF VARIOUS JOB CLASSIFICATIONS</li><li>DEVELOP, WITH CAREER DEVELOPMENT, CURRICULAM AND TRAINING DELIEVRY SCHEME</li><li>CREATE CIRRICULAM RELEVANT TO FUNCTIONAL RESPONSIBILITIES</li><li>ORGANIZE DELIVERY OF TRAINING</li></ul>	DIRECTOR, OFEP

# Departmental Business Plan and Outlook

Department Name: OFEP

Fiscal Years: 2003-2004

## Outcome1-4: *Workforce that reflects the diversity of Miami-Dade County*

### Strategies:

*Work with local educational institutions, community groups, etc. to maximize diversity of applicant pools*

### Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Diversity in composition of Miami-Dade County employees*

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Utilization analysis All Groups-underutilization	-	25%	50%	<ul style="list-style-type: none"><li>ENHANCE COMMUNITY OUTREACH PROGRAMS WITH OFEP</li><li>SPECIALIZED RECRUITMENT EFFORTS</li></ul>	DIRECTOR, OFEP